

the north coast

the counties of del norte, humboldt, mendocino, siskiyou and trinity



**Targets of Opportunity:
Connecting Regional Workforce and
Economic Development**

LMID Advisory Committee

Workshop Outcomes

1. The power of high quality data

- To engage private sector
- To build coalition
- To raise our focus to what matters most
- To direct the investment of scarce resources

2. How to build your own Clusters of Opportunity

- Process from the ground up
- Funding to do it

Workshop Agenda

- 1. The Why and the What** ~20 minutes
 - WIB Chair perspective
- 2. How we did it** ~20 minutes
 - The Data
 - The Focus Groups
- 3. The Value and Implications** ~20 minutes
- 4. Discussion** ~30 minutes

Why do another study?

- ❖ We noticed disconnects, a mythology, a barrier to workforce and economic goals.
 - *"There are no jobs here."*
 - But employers desperate for talent...
 - *"The timber and fishing industry are dead (There's nothing else)."*
 - But we have fast growing entrepreneurial companies ...
 - *"Our children are leaving."*
 - But data contrary, leaving home can be good, come back for Quality of Life...
 - *"There's nothing up there but dead fish and dead trees."*
 - Why would anyone want to invest in us...?
- ❖ Common notions can influence decision making with long term implications.
- ❖ Business and community leaders had been asking for it for a long time.

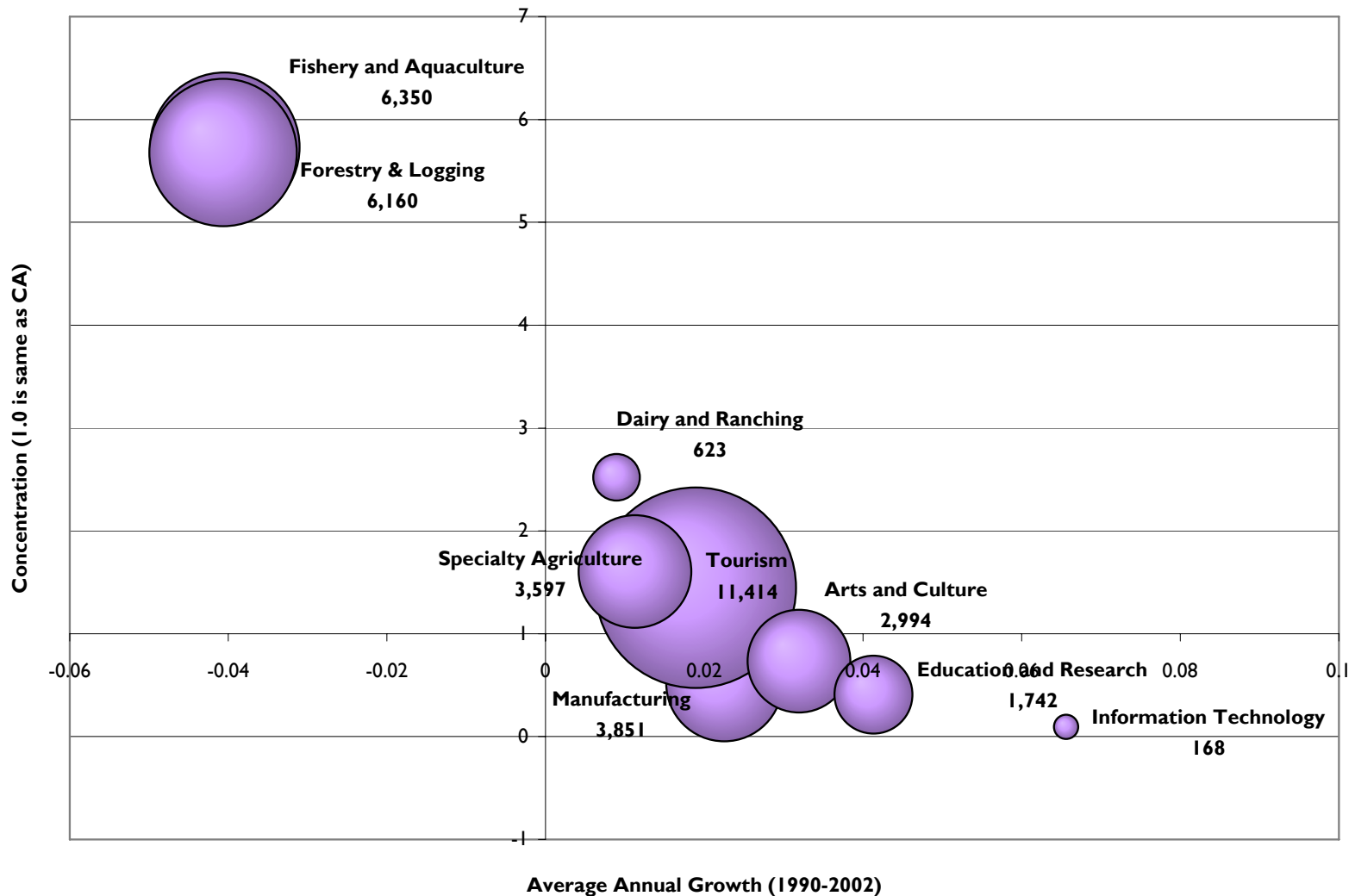
Why do *this* study?

- ❖ Economic development sophisticated in county.
 - *Export industry clusters identified*
 - *Success on the ground with cluster development, business TA*
 - *Strong entrepreneurship and innovation*
- ❖ How to get at careers, link clusters needs to actual program design, job seekers, training, etc. not so clear.
- ❖ The region defined by the state was off, the Clusters of Opportunity work looked excellent and we wanted to connect with the Regional Economies Project.
- ❖ A locally-defined region becoming apparent.

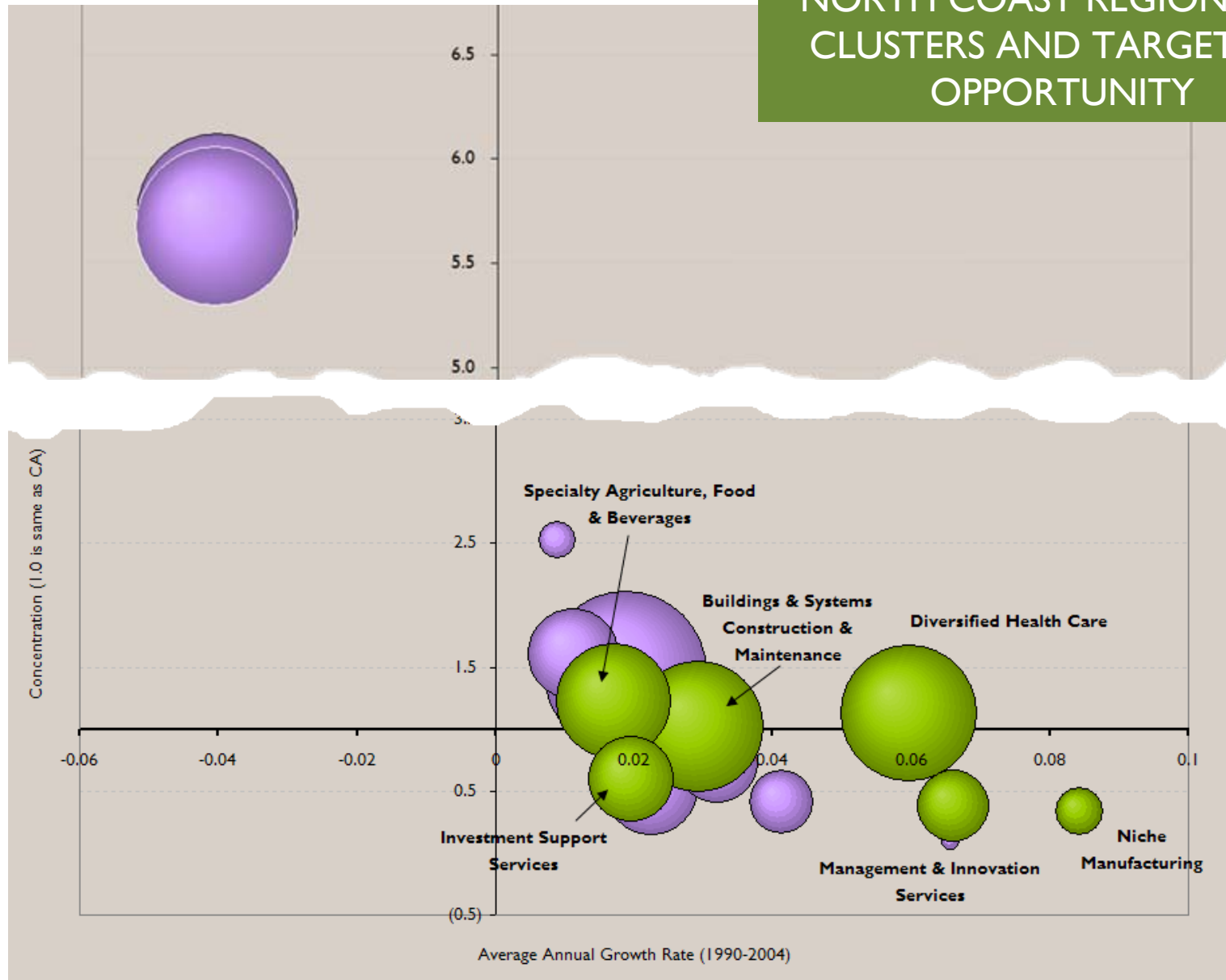
Redwood Coast Region: People and commerce moves from the mountains west



Export Industry Clusters: 7 of 9 Growing



NORTH COAST REGION BASE CLUSTERS AND TARGETS OF OPPORTUNITY



Six Targets of Opportunity

- Diversified Health Care
- Building and Systems Construction and Maintenance
- Specialty Food, Flowers & Beverages
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing

Surprised at what we found

- 6 fast growing industries
- 53% of private sector payroll and almost 40% of jobs
- Grew jobs 37%, new firms 23% and wages up to 26% (compared to 4%, 1.5% and 6% in the overall regional economy)
- All pay above the median, and fast rising
- All with appealing, robust career spans
- Some familiar, but grouped in a more powerful way
- Some new export opportunities that we hadn't seen before
- Some totally new industries that we hadn't been paying attention to

Steps to Building & Analyzing the Data for the Report

1. Build the local team, use guidebook for building clusters
2. Create the mother of all spreadsheets.
3. Apply the criteria and group industries.
4. Refine definitions, look at occupational patterns.
5. Convene employers for focus groups...ask the about past and future drivers of growth, workforce needs.
6. Deliver report and launch campaign.

I. Build a local team

What is a Target of Opportunity?



2. Create the Mother of All Spreadsheets

Ex. Management and Innovation Services

NAICS Code	2002 NAICS Title	Regional Employment		Regional Average Annual Wage		Average Annual Growth Rate	Total Establishments			Regional Employment Concentration (relative to CA)	
		1990	2004	1990	2004	1990-2004	1990	2003	% Change	1990	2004
5511	Management of Companies and Enterprises	91	711	\$ 24,931	\$ 37,302	15.8%	4	9	55.6%	0.32	0.46
5413	Architectural, Engineering, and Related Services	498	551	\$ 35,404	\$ 40,236	0.7%	160	202	20.8%	0.58	0.53
5419	Other Professional, Scientific, and Technical Services	265	400	\$ 14,148	\$ 22,122	3.0%	113	180	37.2%	1.07	1.13
5416	Management, Scientific, and Technical Consulting Services	61	370	\$ 19,439	\$ 31,192	13.7%	132	279	52.7%	0.16	0.47
5417	Scientific Research and Development Services	71	98	\$ 21,388	\$ 30,338	2.3%	18	37	51.4%	0.13	0.16
5415	Computer Systems Design and Related Services	51	97	\$ 40,546	\$ 47,282	4.7%	35	102	65.7%	0.12	0.09
5611	Office Administrative Services	53	94	\$ 88,421	\$ 37,675	4.2%	8	37	78.4%	0.25	0.28
5414	Specialized Design Services	5	55	\$ 24,528	\$ 35,385	18.7%	73	105	30.5%	0.04	0.36
5181	Internet Service Providers and Web Search Portals	-	48	\$ -	\$ 30,345	-	5	28	82.1%	-	0.27
5182	Data Processing, Hosting, and Related Services	-	42	\$ -	\$ 27,213	-	14	32	56.3%	-	0.31



www.labormarketinfo.edd.ca.gov

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LMID

Labor Market Information Division

"Your Information Source"

Employment Development Department



**Welcome to California's new
Labor Market Information Web site!**

Whether you are an employer or a job seeker, a student or an economic analyst, you can find economic information here to help you make informed decisions. [Learn more about the features and functions](#) available to you.

We Can Help You...

[Find Local Area Profile](#)

Get an overview of labor market information in the state or a county including employment and unemployment, industry data, wages, consumer price index and more!

Data Revisions

[Information on the March 2005 Benchmark](#)

The 2004 and 2005 industry employment and 2005 labor force data released on March 3, 2006, have been revised to reflect the new March 2005 benchmark. The revision of labor force data for 2000 through 2004 will be released on April 21, 2006. Until that time, those data are not available. The previously released data for 2000 through 2004 are not comparable to the revised 2005 data.

Top Links

[What's New!!](#)

[Career Center](#)

[Occupation Profile](#)

[Local Area Profile](#)

 **Employment
Development
Department**
State of California



The LMID data source...

- LMID provides the California Regional Economies Employment (CREE) data series for workforce and economic development studies
- Consultants are located throughout the state to assist with a variety of LMI subjects
- The North Coast Targets of Opportunity data is unique:
 - *Quarterly Census of Employment and Wage Data*
 - *Aggregated at the regional level*
 - *Confidentiality check performed on the regional aggregate rather than individual county*
 - *Improved data detail by 50-70 percent for smaller industry sectors*

3. Apply Criteria and Group Industries

How Targets of Opportunity Were Identified

CRITERIA	INTERPRETATION
Expanding Opportunity	JOB GROWTH Shows how various industries have weathered market forces and their subsequent employment generation FIRM GROWTH Growth in firms can indicate a change in organization of an industry, a surge in local entrepreneurship, or attraction of outside investment to the region
Growing Quality	JOB QUALITY High average payroll per employee relative to the regional average indicates a sector with relatively high productivity per employee. Additionally, pay is a reflection of job quality and indicates the amount of training and skill required to perform the job
Improving Competitiveness	STRONG AND/OR GROWING REGIONAL SPECIALIZATION A concentration of greater than 1 indicates that employment in the region is more specialized in the industry compared with U.S. or California. Specialization generally reflects competitiveness and outward orientation.
Career Potential	OCCUPATIONAL DISTRIBUTION AND DYNAMICS Occupational opportunities spread across higher, mid, and lower-levels, suggesting possible pathways for upward mobility. Occupations that are highly-concentrated and/or fast-growing are of particular interest.
Key Linkages	IMPORTANT RELATIONSHIPS AND COMMON NEEDS Related to other sectors in important buyer-supplier or complementary partnering relationships. Share a common workforce, markets, or others.

4. Refine definition

Look at occupational patterns

Ex. Niche Manufacturing

HIGHER LEVEL

SALES REPRESENTATIVES (WHOLESALE)
FIRST LINE MANAGERS OF PRODUCTION WORKERS
GENERAL AND OPERATIONS MANAGERS
FIRST LINE SUPERVISORS OF SALES WORKERS
SALES REPRESENTATIVES
ACCOUNTANTS AND AUDITORS

20%

MID-LEVEL

MACHINISTS
CUSTOMER SERVICE REPRESENTATIVES
INSPECTORS AND TESTERS
BOOKKEEPING/ACCOUNTING
WELDERS
MAINTENANCE/REPAIR WORKERS
ASSEMBLERS/FABRICATORS
COATING/PAINTING/SPRAYING
TRUCK DRIVERS (LIGHT/DELIVERY)
TRUCK DRIVERS (HEAVY)
SHEET METAL WORKERS
COMPUTER SUPPORT SPECIALISTS

50%

LOWER LEVEL

TEAM ASSEMBLERS
SHIPPING AND RECEIVING
PACKERS AND PACKAGERS
LABORERS
HELPERS/PRODUCTION WORKERS
OFFICE CLERKS
ORDER CLERKS
CUTTING, PUNCHING, PRESS OPERATORS
STOCK CLERKS/ORDER FILLERS

30%

5. Convene employers

6. Deliver report and launch campaign

5. Employer Focus Groups

- 6-12 business owners, CEO's.
- Enroll them in the data and what you want from them—what's driving their growth, their needs and opportunities.
- Many phone calls, follow up emails.
- Send out agenda and present ahead.
- Serve food.
- No longer than 2 hours.

6. Deliver report and launch campaign

- Present report
- Immediately followed by panel of business owners...put faces and stories on the data.
- Make the media interview business owners, don't represent the data all yourself.

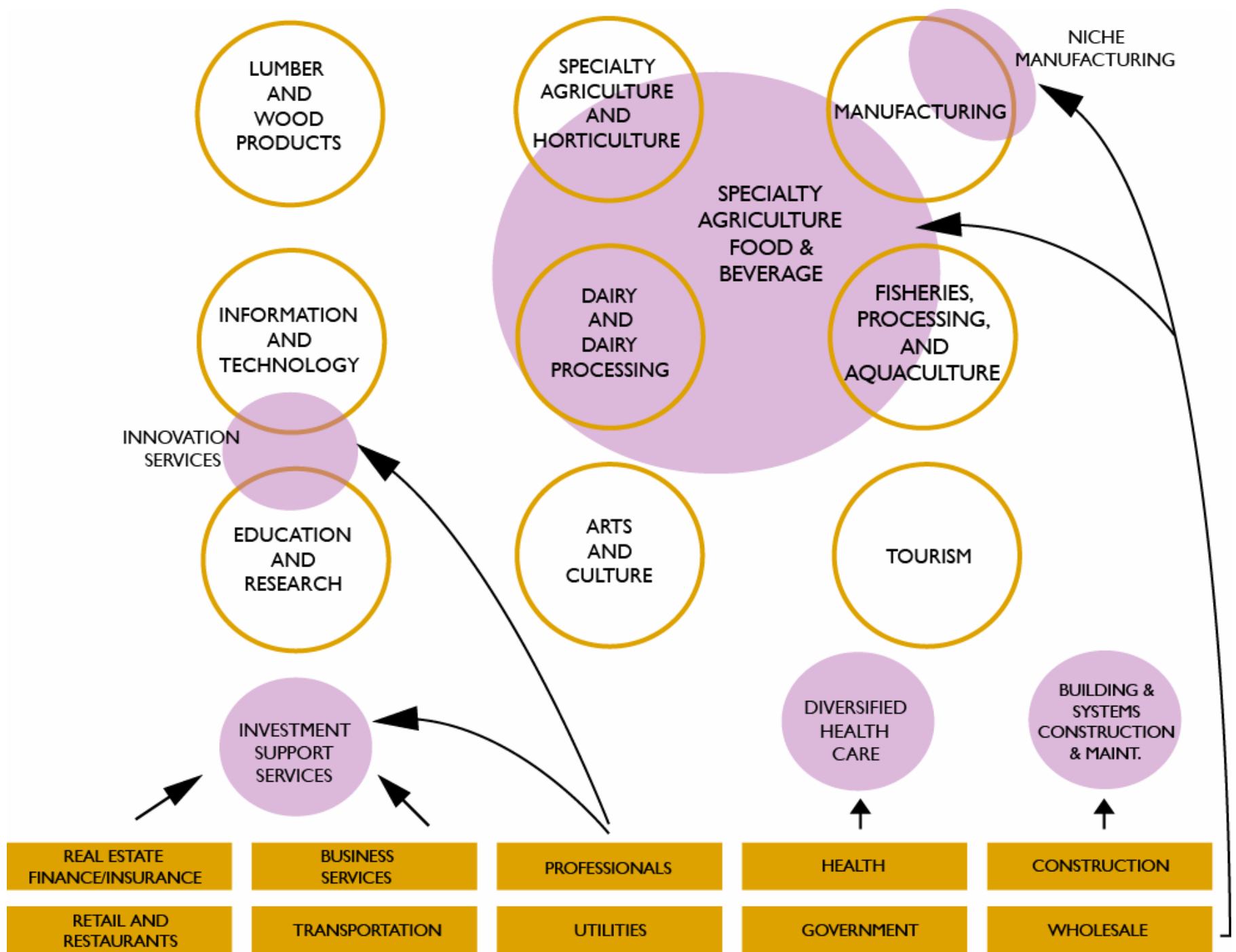
Significance of what we found

The data and input...

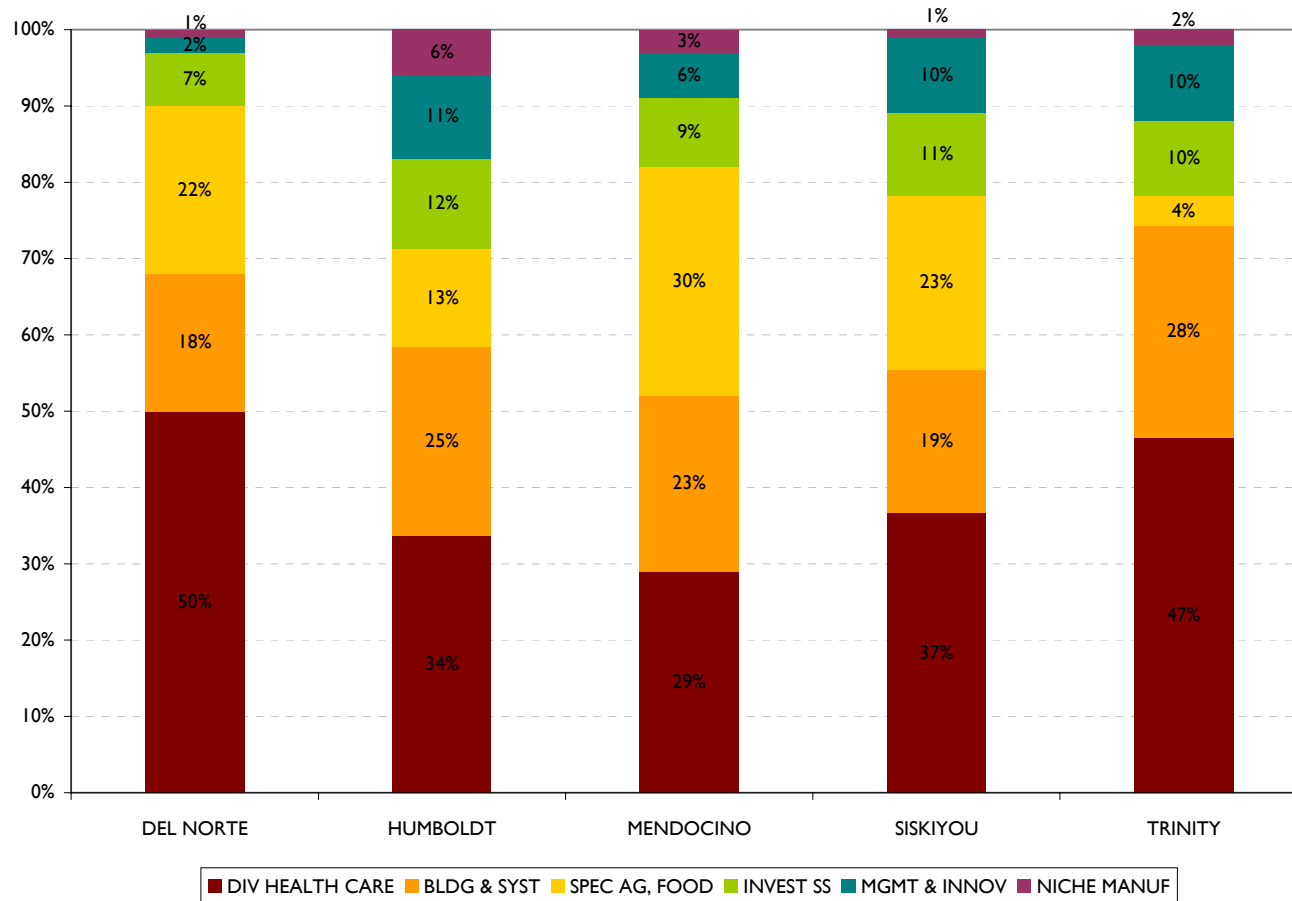
- Supported anecdotal evidence
- Debunked myths
- Far more compelling than we expected
- Foundation for BIG thinking
 - *Sustained structural shift in our economy*
 - *Tremendous opportunity*
 - *Inspirational...reason to look forward*

Immediate impacts of what we found

- ❖ Got into action right away on a few projects that came up in focus groups, as the report evolved.
- ❖ 5 new private sector CEO-types stepped forward to be on the WIB the week after report was released.
- ❖ Moved the WIB beyond WIA-compliance to Engagement.
- ❖ Compelling platform for...
 - Regional collaboration
 - Stimulating training institutions to change
 - Engaging and connecting businesses
 - Developing useful tools
 - Evolving economic and workforce development thinking



Targets of Opportunity are Important to All North Coast Counties



Parting Shot

- ❖ High stakes decisions need high quality data to guide decision making
- ❖ Data can't just be numbers...people must tell their stories
 - The people charting the process about the process: *"We looked at the mother of all spreadsheets."*
 - The businesses, entrepreneurs: *"We've grown 30% the last 5 years. We holding back our growth for lack of workforce, not market opportunity."*
 - The employees: *"When I first came here, I didn't see any possibility. But since I've had a couple internships, now I see several career paths for me here."*

The Players

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- ❖ Janet DePace, Humboldt County WIB Chair

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